



Fund

Fund Council

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Fund Office Work Plan and Budget

(Approved)

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2012 Work Plans and Budget*

Submitted by:
Fund Office

CGIAR Fund Office

CY2012 Work Program & Budget

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Executive Summary

The CGIAR Fund Office (FO) enables the Fund Council to meet its objectives and facilitates the deliberations at the Funders Forum, and supports their respective Chairs. The objective of the FO in 2012 will be to continue providing high quality support to the CGIAR Fund Council and its Chair so that the Council has access to all relevant information and analysis on time for making decisions. In addition, the FO will support the Chair and Co-Chair of the Funders Forum to be held in November 2012. In doing so, the FO will work closely with the Consortium Office, Trustee, ISPC and other units supporting the CGIAR.

To date the FO has implemented the planned 2011 Work Program that was approved by the Fund Council in October 2010. The key results achieved by the FO in 2011 including successfully planning and organizing two Fund Council Meetings and adhoc Funders Forum, approval of legal documents, approval of 2011 Funding Stability, supporting 24 donors to channel funds to the new Trust Fund amounting to a total of \$299 million (as of October 24, 2011), 40th anniversary publication as well as two issues of the Fund Update.

To fulfill the roles and responsibilities of the FO, the staff through a transparent and inclusive process developed a list of key results to be achieved in 2012 and the necessary underlying activities. The FO will maintain flexibility in its work plan in order to address emerging demands and actions by the Fund Council and its Chair, as well as other system units including the Consortium Office.

The FO plans to achieve several key results in 2012, which includes informed decisions by the Fund Council, Fund Council Membership in 2013-2015 agreed, additional chapters included in the Common Operational Framework, at least 65% of funds from donors to go through the CGIAR Fund in 2012 with multiyear contributions, Independent Evaluation Arrangement established and operational, and CGIAR Reform at the System Level reviewed and report submitted.

The proposed FO budget in 2012 is **\$3.5 million**. A comparison of the 2012 and 2011 budgets shows:

- Salaries are 63% of total budget in 2012, slightly higher than in 2011 due to inclusion of full-time cross support from the World Bank
- Travel declines from 9% in 2011 to 7% in 2012
- Communications and Services decline from 14% in 2011 to 5% in 2012, and
- Operating expenses increase from 11% in 2011 to 15% in 2012, which is primarily due to increase in office rental in 2012.

I. Introduction

The CGIAR Fund Office (FO) enables the Fund Council to meet its objectives and facilitates the deliberations at the Funders Forum, and supports their respective Chairs. 2011 marks the first full year of the new CGIAR financing arrangements, whereby the FO was funded in full by the CGIAR Fund. Although 2011 is part of the implementation of the CGIAR Reform, many responsibilities that were originally planned to have been transferred to the Consortium Office were retained in the FO until such time that the Consortium Office's establishment is complete. The 2012 Work Program and Budget of FO assumes that the implementation will be completed by 2011, allowing the FO to focus on its core functions, as stated in the CGIAR Fund Governance Framework.

II. Report on the 2011 Work Program

To date the FO has implemented the planned 2011 Work Program that was approved by the Fund Council in October 2010. The key results achieved by FO to date are:

Fund Council Meetings: The FO efficiently planned and organized two Fund Council Meetings - one in Montpellier, France (FC4) and the other one in Washington DC (FC5). Teleconferences were held with each constituency of the Fund Council to better inform the Council Members about the agenda items and any emerging hot issues. The FO prepared annotated agendas for the Council Meetings. The FO also reviewed and prepared analysis of various documents that facilitated deliberations in the Fund Council prior to decision making. In addition, face to face constituency meetings were also arranged with the Chair prior to the Fund Council meeting to enable pertinent small group discussions with the Chair. The Fund Council considered 13 CGIAR Research Proposals (CRPs) in the two meetings, of which 12 CRPs received Category I and II approvals.

Adhoc Funders Forum: The FO planned, organized and conducted an *adhoc* Funders Forum in Montpellier in order to facilitate endorsement of the Strategy and Results Framework (SRF). An e-consultation on the SRF was designed to obtain donor feedback, which was shared with the Consortium. The FO also provided analysis to the donors and shared ISPC commentary on the SRF. The SRF was endorsed at the *adhoc* Funders Forum. Given that 2011 is the 40th anniversary of the CGIAR, the Fund Office also capitalized on the presence of all donors to plan and execute a Forum discussion entitled "Celebrating Forty Years and Positioning for the next 40."

Legal Documents: The FO played a critical role in the negotiations, analysis and drafting of the fundamental documents of the CGIAR Fund namely CGIAR Principles, Joint Agreement, Governance Framework, Consortium Performance Agreement, and Contribution Agreement/Arrangement template. These legal documents were approved by the Fund Council at FC4.

Common Operational Framework (COF): The FO facilitated the approval of several chapters in the Common Operational Framework by the Fund Council and the Consortium Board (working with the Consortium Office). These are: CGIAR Non-research System Costs Financing, Financial Guidelines, Common Criteria for CRP Design and Assessment, and CGIAR Glossary. The FO has facilitated discussions among donors on several other COF chapters, namely Common Reporting and Intellectual Assets Principles, which are expected to be finalized by early 2012.

Disbursements to CRPs: The FO worked closely with the Trustee and the Consortium Office in disbursing \$109.6m from the Windows 1, 2 and 3 of the Trust Fund. Prior to disbursement the figures were checked by the FO to ensure accuracy of transaction and efficiency of process.

2011 Funding Stability: The FO worked closely with the Consortium Office to inform the Fund Council Members on the rationale and objectives of the 2011 Funding Stability proposal. The Jan-June 2011 Funding Stability Proposal was approved by the Fund Council and the amount of \$57.6 million was disbursed to the Consortium.

Funding Projections: The FO continued to work with donors to get increasingly more reliable projections of funding support to the CGIAR. The FO also worked with the Trustee and Consortium Office on developing models to predict funding requirements based on approved CRP portfolio, CRP start date, and expected donor contributions. The results of the projection model were discussed at the FC5.

Investor Relations and Risk Management: The FO facilitated donor participation in the Fund by addressing donor concerns regarding funding, and mitigated risks associated with change. The FO supported 24 donors to complete the process of signing their Contribution Agreement/Arrangement to enable them to channel funds to the new Trust Fund amounting to a total of \$299 million (as of October 24, 2011).

CGIAR Communication Products: The FO managed and produced the 40th anniversary publication as well as two issues of the Fund Update, the quarterly newsletter from the Fund. The FO also organized the CGIAR 40th anniversary event held at World Bank in Washington DC in July 2011, which also included the launch of the MAIZE CRP.

Independent Evaluation Arrangement: The FO facilitated work of the consultants engaged to design the Independent Evaluation Arrangement by discussing and analyzing evaluation related issues with donors. Several teleconferences were organized to get donor feedback on the draft evaluation policy. The FO is working with FAO on locating the IEA in the FAO Headquarters.

Fund Raising: The FO organized and managed several donor outreach activities including the joint visit of the Fund Council Chair and Consortium Board Chair to major European donor countries in March 2011 to raise awareness of the need for increased, predictable, and sustainable funding for the CGIAR. In addition, Fund Office continued to court new donors and succeeding in bringing Russia into the Fund with a multiyear commitment. Several other new

donors are nearing decisions on joining the Fund. The Executive Secretary of the Fund Council visited several donors - Japan, Australia and Mexico to discuss areas and modalities for greater cooperation with the CGIAR.

SARD-SC Program Development for Africa: At the beginning of 2011, the FO continued its early discussion with the AfDB in Tunis on its intention to secure greater financial support for the CGIAR. Then in August 2011 the FO participated in a joint mission with the Consortium Office to the African Development Bank (AfDB) to assist in the finalization of the SARD-SC Program, which supports four priority crops for Africa; rice, wheat, maize and cassava. The mission was able to provide critical clarifications on the operation of the Fund, and showcase the alignment between the SARD-SC and the existing CRPs on the target crops. Following the joint mission the appraisal report for the Program was completed for submission to the AfDB Board.

Update to CIP and CIFOR Staff on the CGIAR Reform Implementation: At the invitation of the Director General of CIP, and with the support of the Director General of CIFOR, the Executive Secretary of Fund Council visited CIP and CIFOR and held town hall meetings with the staff, which was very productive and well received.

Revamping CGIAR website: The FO collaborated with the Consortium Office and discussed ways and means to revamp the CGIAR website at a joint meeting in Rome. This is an on-going effort, which will continue in the next year.

Interaction with the Consortium Board and Center Directors General: In order to enhance direct communication and interaction between the Fund Council and the Consortium Board, the Chair and the Executive Secretary of the Fund Council attended the Consortium Board Meeting in Cali at the invitation of the Consortium Board Chair. The Fund Council Chair also held discussions with the Center Board Chairs and Center Directors General in Cali.

To date the FO also participated in the following meetings:

ISPC Meeting (Mexico – Sep 12-13): The Executive Secretary of the Fund Council attended the ISPC meeting held at CIMMYT in Mexico, which provided an opportunity for discussions with the ISPC members and clarify several issues including timing for the review of CRP proposals submitted by the Consortium Board and ISPC Fund Use Agreement.

G20 Conference on ARD (Montpellier, France – Sep 12-13): The conference reaffirmed the G20 members' recognition of the importance of ARD for food security and that improved coordination, broader and more effective scientific partnerships, and improved knowledge sharing and capacity building are key elements to enhance ARD's contribution to global food security objectives. While in Montpellier FO's representative also held productive meetings with CO staff on Fund and Consortium operational matters.

Science Forum 2011 (Beijing, China – Oct 17-19): Co-organized by the ISPC and CAAS with the theme “Agriculture and Environment Nexus”, Science Forum 2011 provided opportunity to FO representative to join scientists, practitioners, policy makers and funder of research to look at emerging challenges and identify ways to address them through research and new partnerships.

III. 2012 Work Program

Objective

The objective of the FO in 2012 will be to continue providing high quality support to the CGIAR Fund Council and its Chair so that the Council has access to all relevant information and analysis on time for making decisions. In addition, the FO will support the Chair and Co-Chair of the Funders Forum to be held in November 2012. In doing so, the FO will work closely with the Consortium Office, Trustee, ISPC and other units supporting the CGIAR. Annex 1 shows activities of the former CGIAR Secretariat that have been phased out or transferred.

Key Results for 2012

To fulfill the roles and responsibilities of the FO, the staff through a transparent and inclusive process developed a list of key results to be achieved in 2012 and the necessary underlying activities. The FO will maintain flexibility in its work plan in order to address emerging demands and actions by the Fund Council and its Chair, as well as other system units including the Consortium Office.

Informed Decisions by the Fund Council: The FO will support the Fund Council and its Chair by preparing background documents and brief the Chair on emerging issues in the CGIAR. Analysis on all Fund Council documents will be provided to the Council. The FO will hold teleconferences and virtual meetings with Fund Council Members to provide a platform not only for discussion and clarifications, but also to ensure that the Members have all relevant information for well-informed decision making. The FO will efficiently plan and conduct the FC meeting in Seattle (FC7) and in Uruguay (FC8). The FO will ensure that summary of the Council Meeting’s conclusions and decisions are captured correctly and are meeting summaries are issued in a timely manner.

Fund Council Membership for 2013-2015 Agreed: The term of the inaugural Fund Council will end in December 2012. The FO will facilitate the organization of the Fund Council composition for the term 2013-2015. To enable the Council to make informed decisions, the FO will provide them accurate information on the Fund Donors who are eligible to serve on the Fund Council and suggest strategies in designing the Fund Council composition. The FO will facilitate the organizational process for Council Membership such that Members are represented from all Council constituencies.

Additional Chapters included in the Common Operational Framework: The FO will work jointly with the Consortium Office to include the following additional chapters in the Common Operational Framework:

- Intellectual Assets
- Common Reporting
- Safeguards
- Dispute Resolution

Each of the above chapters will need to be endorsed by both the Fund Council and the Consortium Board for inclusion in the Common Operational Framework. Discussions on the Intellectual Assets and Common Reporting began in 2011 and are expected to be finalized by early 2012. The FO will facilitate discussions on safeguards and dispute resolution.

At least 65% of Funds from Donors go through the CGIAR Fund in 2012 with Multiyear Contributions: As an important function of resource mobilization, the FO will work closely with donors to provide assurance to donors that their priorities for results and impact can be realized through support to the CGIAR. The FO will also facilitate donor adoption of new approaches to multi-year funding for the CGIAR. Modeling of funding needs will be undertaken. A high level donor meeting will be organized in 2012 to obtain donor commitments to multi-year funding. The FO will work with the Trustee and the World Bank to facilitate smooth operations of the CGIAR Fund. In addition, the FO will provide support to donors to meet their own requirements prior to processing their Contribution Agreements and Arrangements.

Funders Forum and GCARD - Donor Review of Progress on the SRF, CRPs, funding and the new CGIAR System: The FO will plan and implement the Funders Forum (Uruguay Oct 2012) in consultation with the Chair and Co-Chair (Yusuf Abubakar, Fund Council Member, Nigeria). In addition, the FO will help facilitate a review of the SRF, outputs and intermediate outcomes of CRPs as well as status of donor contributions to the CGIAR Fund. The FO will also provide input to GCARD, which will be held in October 2012.

Independent Evaluation Arrangement Established and Operational: The FO will help facilitate the process for the establishment of the Independent Evaluation Arrangement (IEA) in the FAO Headquarters in Rome, and will support the process for selecting its Head (Director level position) in collaboration with FAO. It is expected that the Head of IEA will be on board by the second quarter of 2012 and IEA will be operational by end of the third quarter.

Investor Relations and Risk Management: The FO will work to ensure that investor experience with the CGIAR Fund is positive and rewarding. The FO will therefore ensure that it works in concert with all relevant service providers, including the Trustee and the Consortium, to ensure that investors realize value for money in their relations with the CGIAR. The FO will also monitor global trends in development assistance, political priorities and G-8 and G-20

mandates to ensure that the CGIAR Fund is proactively positioned and is responsive to new strategic imperatives. The FO will also do continuous risk scanning and ensure appropriate collaborative mitigation measures are undertaken, when necessary, to support the smooth functioning of the system.

CGIAR Reform at the System Level Reviewed and Report Submitted: A review of the progress of the CGIAR Reform will be conducted and measured against the agreed objectives. The FO will help facilitate the review process by drafting the TOR, organizing the selection panel to appoint an independent evaluator/team, and providing support to the evaluator/team in the effective conduct of the review and produce a report consistent with the TOR. It is expected that the review will be completed by September 2012.

Membership of the ISPC after 2012: The term of the inaugural ISPC members will end in December 2012. In consultation with the ISPC Chair, the FO will propose a plan for rotation of membership, which will take effect in 2013. The FO will support the Search and Selection panel, appointed by the Fund Council, to review and recommend new ISPC members, taking into consideration the Council's recommendations made at its November 2010 Meeting.

Reliable Communication Channels with Donors and other Stakeholders: The FO will prepare informative and timely newsletters and Fund Office Report in 2012. Relevant and timely communications between the Consortium Office and FO, and Fund Council and Fund Donors will be further enhanced to increase efficiency and effectiveness of the System.

Efficient Operation of the FO: The FO will maintain operations within the Fund Council approved budget, and ensure appropriate staff skills mix through new hires and attrition.

IV. 2012 Budget

2012 Fund Office and Fund Council Budget

		\$000	
Expense Item	2011 Approved Budget	2012 Budget	
Fixed Costs			
Salaries (<i>Staff salaries and benefits</i>)	2025	2196	
Variable Costs			
<i>Travel</i>	300	250	
<i>Communications and Services</i>	500	169	
<i>Communications</i>		95	
<i>Services</i>		74	
Operating Expenses	400	530	
<i>Office Space and Tenant Services</i>		314	
<i>Institutional Overheads (Equipment Rental & Connectivity charges)</i>		182	
<i>Supplies and Miscellaneous Items</i>		34	
Legal Services	75	75	
Sub-Total	3300	3220	
Fund Council and Funders Forum	200	205	
<i>Travel of FC Members</i>		140	
<i>FC and FF Venue and Logistic Expenses</i>		30	
<i>Donor Consultation Mtg. Venue and Logistic Expenses</i>		25	
<i>ISPC Membership Selection and Nomination Comm.</i>		10	
Review of CGIAR Reform		75	
TOTAL	3500	3500	
<i>ISPC Chair and Office**</i>	317.00	323.30	

* Denotes travel expenses related to (a) collaboration with Consortium and (b) exit travel of retiring staff

**Denotes portion of the ISPC's 2012 Budget allocated to ISPC Chair's honoraria and office support

NOTE: Annex 2 provides a breakdown of Travel and Communications and Service projections.

Salaries

The FO staffing has been on a downward trajectory since 2008. There will be a further reduction of a Lead Financial Officer and a Senior Program Assistant in mid-2012. In order to increase transparency and rationalize expense items all full time salary costs, including “cross-support” provided from different World Bank Units is included in this expense item. While a comparison of 2011 and 2012 Salary costs does not reflect a downward trajectory due to the difference in reporting “cross-support” provided by World Bank Units, salaries and benefits have been maintained at the 2011 level after taking into account the annual 2012 World bank salary increase.

2012 staff positions in the FO are as follows:

- Executive Secretary of the CGIAR Fund and Head of the Fund office
- Lead Financial Officer *(up to June 2012)*
- Governance Adviser
- Senior Investor Relations Officer
- Scientific Adviser
- 2 Communications Officers
- Financial Officer
- Administrative Officer *(cross-support from the World Bank)*
- Extended Term Consultant *(to be recruited)*
- Senior Program Assistant *(up to August 2012)*
- 3 Program Assistants
- Junior Professional Assistant *(up to September 2012)*

The FO is a small unit. Given the interactive nature of the major functions of the FO, staff will work collaboratively in major areas of work to increase efficiency and effectiveness. Hence, roles and responsibilities of all FO staff will cross functional lines.

Travel

A major portion of travel costs can be attributed to the FO’s lead role in resource mobilization. High level donor meetings will continue to be a priority in 2012. Staff travels for organizing Fund Council meetings, Funders Forum, and for collaboration with Consortium, and attendance at the ISPC and Consortium Board meetings are expected to continue in 2012.

Communication and Services

The reduction in 2012 in Communication and Services budget line is driven by expected lower demand for high cost consultancy and the rationalization in reporting all full-time staff costs under the Salaries budget item. Communications expenses include costs of publications and

maintenance of e-platforms including the cgiarfund.org, list servers, database and CGIAR.org email accounts Services component covers IT support and staff training.

Operating Expenses

Operating expenses comprise of expenses for office space, and institutional overheads as delineated in the budget table. Since July 2011 the Fund Office occupies a leased building and its annual office rental is expected to rise 5% per annum, which is reflected in the FO 2012 budget.

Legal Services

The projected legal expenses are based on the ongoing requirements from the World Bank legal services in putting in place various Consortium Performance Agreements and IA Principles in the Common Operational Framework. The World Bank Legal Department provides legal services to the Trustee and the Fund Office. Attempts have been made to identify activities that were solely for the benefit of the Fund Council and not other aspects of the CGIAR System. Legal costs have been equally divided between the FO and the Trustee. Such agreements are now in place for the most part. Hence, in 2012 legal services will be more clearly based on the needs of the FO and Fund Council and will be charged on an “as used” basis to a maximum of \$75k.

Fund Council, Funders Forum, Donors Meeting

The budget denotes projected expenses for the organization of the Fund Council Meetings in Seattle and Uruguay, travel costs of Fund Council members from the South, i.e. the CGIAR representatives of China, Kenya, Nigeria and Papua New Guinea, organization of the Funders Forum in Uruguay, travel expenses of the Fund Council observer to 2 Consortium Board Meetings, and an estimated expense for the Search and Selection Committee of the ISPC.

Review of CGIAR Reform

Former Chair of the CGIAR Fund Council had assured donors and stakeholders of the CGIAR in 2010, that a review of the CGIAR Reform would take place in 18 months after the formal establishment of the Fund, which will be in 2012. This was in response to concerns expressed by donors and stakeholders on the lengthy period, originally planned, for commencing the review of the CGIAR Reform. A projected budget of \$75k has been allocated for the consultancy services of the reviewers, their travel and miscellaneous expenses.

ISPC Chair’s Honoraria and Office Support

The contract with the University of Nebraska for the services of the ISPC Chair was negotiated and contracted through the World Bank Procurement Office. Hence, this budget amount is a

pass-through to the University of Nebraska for the ISPC Chair's honoraria and office support in 2012.

V. Comparison of 2012 and 2011 Budgets

2012 Fund Office and Fund Council Budget
(in percentage)

Expense Item	2011 Approved Budget	2012 Proposed Budget
Salaries	58	63*
Travel	9	7
Communications and Services	14	5**
Operating Expenses	11	15
Legal Services	2	2
Fund Council, Funders Forum, Donors Meeting	6	6
Review of CGIAR Reform		2
TOTAL	100	100

* Salary expenses include **full time** cross-support provided from Units of the World Bank.

** Communications and Services denote maintenance of e-platforms and Fund publications

The above table shows that the proposed salaries are 63% of total budget in 2012. The rise in salary expenses is due to the rationalization of all **full time staff** costs under this line item, regardless of whether the services are provided as cross-support from World Bank Units. The decline in Communications and Services is due to the reduction of staff costs which are now completely captured under Salaries. Travel declines from 9% in 2011 to 7% in 2012. Communications and Services decline from 14% in 2011 to 5% in 2012. Operating expenses increase from 11% in 2011 to 15% in 2012, which is primarily due to increase in office rental in 2012.

VI. Recommendations

It is recommended that the Fund Council approves **\$3.5 million** for the Fund Office (which includes \$0.75 million for review of the CGIAR) to implement its 2012 Work Program.

In addition, it is recommended that the Fund Council approves the re-direction of the ISPC Chair's honoraria and office support of US \$323.30 as in the ISPC's 2012 budget to the Fund Office for the purpose of managing the ISPC Chair's contract.

Former CGIAR Secretariat Services Phased out or Transferred

CGIAR Secretariat Services – transferred or phased out		System Unit responsible for service in the CGIAR
1	Preparation of financing plan, financial report and financial guidelines covering the Centers and the Consortium	Consortium Office
2	Coordination of the CGIAR Performance Measurement System	Consortium Office
3	Coordination of the Senior Managers Course and the Senior Leadership Program	Consortium Office
4	Support to the external program and management reviews of the Centers and Challenge Programs	Consortium
5	Task manage the CGIAR-CSO Competitive Grants Program	Phased out
6	Coordinate the CGIAR nominee process for the Center Boards	To be clarified
7	Secretariat Support to the Alliance Board	Phased out
8	Provide funding, leadership and oversight for System Office functions in conjunction with their host center, the Alliance Chair and the Consortium Board	Consortium Board/CEO
9	Coordinate and support the CGIAR system level committees, e.g. the Private Sector Committee, Genetic Resources Policy Committee	Consortium or phase out
10	CGIAR Awards Program	Consortium Office
11	Part of CGIAR system-level communications, e.g. the CGIAR website, certain publications (CGIAR Annual Reports) and e-publications (E-News), Blogs and exhibitions of the System (details to be worked out)	Consortium Office
12	Organize the Annual General Meetings (AGM), the ExCo meetings and the Crawford Lectures	AGM and ExCo phased out; Crawford Lectures may be coordinated by the Consortium Office – Fund Office is in discussion with Australia
13	Coordination of World Bank funding of system wide and eco-regional programs (SWEPS)	Relevant components of those programs have been or are being integrated into the CRPs
14	Administration of IFAR fellowships	Consortium Office
15	CGIAR Library Services	Phased out
16	Media Workshops	Phased out

2012 Fund Office Breakdown of Expenses		
Expense Item	US \$000	Description
Travel Expenses		
Executive Secretary	60	Donor visits to 4 regions; Consortium Board Meetings
Resource Mobilization	50	Resource Mobilization Officer's Donor visits to 4 regions
Fund Council Meetings	70	Travel expenses of 4 staff to support FC meetings in Seattle and Uruguay
Donor Consultation Meeting Support	24	Travel expenses of 4 staff to support the Donor Consultation Mtg. in Europe
Science Collaboration	20	Staff travel to 2 ISPC Meetings
Other	26	Travel expense of 2 staff for collaboration with the Consortium Office and 1 exit travel
Total Travel Expenses	250	
Communication and Services		
Communications		
• E-Platform Maintenance	45	CGIAR Fund website, List servers, database and cgiar.org email
• Fund Publications	50	Edit, Design and Print services
Services		
• IT Support	44	Chargeback service
• Staff Training	30	
Total Communication and Services	169	

